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Queen of the Mountain: It's All About Type

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Queen of the Mountain: It's All About Type

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The future world will likely reflect upon these times during the 21st century as times of paramount change, evidenced by a struggle for survival by oppressed groups within the population who have, historically, been underrepresented, undervalued, and undermined. This manuscript offers transparent and genuine evidences of this struggle shared from current women in the honors college at a top research university located within the Southeastern United States. Using the Myers Briggs Type Inventory tool with a certified trainer, the women are presented anonymously. The outcomes of the study offer insightful data regarding not only 21st century women's perspectives, but unvarnished feedback from this unique population born since the tragedy of 9/11 and now living through post-pandemic and altered, academic environments. Their personality types and interviews provide evidence that Type and its nuances have specific meanings and applications to women which are independent of the general population statistics which appear to better align with men. A gendered identity for which this populace has experienced filtered opportunities, it is clear from this study that their unique facets and interpretations are most worthy of analysis. Much like Amazons of lore, this population of young women offers a very strong and independent presentation. They share not only their MBTI preferences, or Types, but also filter their perceptions through a female lens, offering a most unique reality which had historically been comingled with males as one, homogenous composite. Offering unvarnished and stoic realities, their stories offer a more detailed and insightful understanding of what it means to prefer a certain Type as a woman in 2020.

Keywords: *MBTI, type, extravert, introvert*

Introduction

While historical leadership profiles abound with references to physical strength, intimidation, dominance, and power, the 21st century offers a new reality, evidenced by dramatic changes to the economy, a reframed global infrastructure, and changing priorities realized by the pandemic of 2020, clearly “the times, they are a changin’” (Dylan, 1963). Perhaps now, more than ever, women across the world are reimagining themselves and adjusting their priorities. The aged conversations about waiting for the creation of an equal opportunity workplace, equal pay for equal work, and assurances to women that they will be *allowed* to compete are, for all intents and purposes, over. For the sake of all humanity, gender can no longer be a limiting factor.

Famililar criticisms like “throwing like a girl, or crying like a girl” can no longer be the tolerable norm. Furthermore, the challenge for women to take their rightful place at the table, has never been more apparent (Sandberg, 2014). What is further irrefutable, is that “essentially all the rulers of the nations in the world during the past century have been men” (Ludwig, 2002, p. 2). This leaves one to posit why approximately half of the world’s population has apparently been excluded from this conversation. One factor may be that women tend to wish to first qualify themselves as prepared for the position while men tend to always assume that they have or can develop whatever abiliteis are needed to succeed (Sandberg, 2014). This may be the first step toward inequity. As if women tend to think that they must prove themselves before offering their credentials, they are unlikely to be able to compete effectively with men who assume they have what it takes. This creates a widely unbalanced comparison where the two genders are aspiring for a similar goal while playing by two dramatically different sets of rules and understandings. According to “King of the Mountain” a uniquely crafted book which examines power from a primal level, “the time-honored ways individuals establish leadership is by showing physical prowess and courage in battle” (Ludwig, 2002, p. 3). With the male, physical form understandably crafted with more muscle and an often larger frame, it is unlikely that one would expect a female to battle to lead on a primal level. However, it is clear that a presentation of dominance and command must be understood in order for women to lead at any level.

In order to fully examine the preferences and perceptions presented by the women in the study, it is paramount that the 16 types be explained such that one can gain a basic understanding of the tenets of each, as it is presently known in in agendered form.

Using an online survey tool which dissects individual preferences based on the subject’s responses to a series of multiple choice questions and can be found at <https://www.16personalities.com> (NERIS Analytics Limited, 2019). The composite of the answers forms the individual’s personality type preferences. There are 16 possible preference outcomes. They are detailed based on four dichotomous comparisons. Individuals will prefer one of each of the four, as follows:

Extravert or Introvert	E or I
Intuitive or Sensor	N or S
Feeler or Thinker	F or T
Judger or Perceiver	J or P

These types represent the 16 different personalities described by Isabel Briggs Myers in the following manner (Myers, 1993, p. 13).

- ISTJ types are described as quiet, serious and dependable, finding comfort in maintain order in their lives.
- ISFJ types are quiet, friendly, and responsible, finding enjoy orderly and harmonious environments.
- INFJ types seek meaning and connections, using ideas, relationships, and material possessions.
- INTJ types have original thoughts and passion to achieve their goals but are skeptical and independent.
- ISTP types are tolerant and flexible, quiet observers who act quickly to find solutions.
- ISFP types are quiet, friendly, sensitive, and kind who dislike disagreements and avoid forcing their values on others.
- INFP types are idealistic and loyal, adaptable, flexible, and accepting unless a value is threatened.
- INTP types seek to develop logical explanations for everything. Skeptical, they are always analytical.
- ESTP types are flexible and tolerant but focus on immediate results. They enjoy material comforts and learn best by doing.
- ESFP types are outgoing, friendly and accepting who learn best by trying a new skill with others.
- ENFP types are warm, enthusiastic, and imaginative. They are spontaneous and flexible and improvise easily.
- ENTP types are quick and ingenious but are bored by routine.
- ESTJ types are practical and realistic with clear and logical standards which they follow systematically.
- ESFJ types are warmhearted, conscientious, and cooperative. They try to provide what others need and want to be appreciated.
- ENFJ types are warm, empathetic, and responsible. They are sociable and provide inspirational leadership.
- ENTJ types are frank, decisive, and assume leadership, enjoying planning.

Research indicates that most females identify with feeling over thinking facets when analyzing personality preferences (personalitymax.com, 2020; Myers, 2009). While there is no singular personality preference which offers

the ideal leadership paradigm, it is critical that leaders be true to themselves in establishing their style in order to be effective.

Rather it is nature or nurture that leads successive generations of women to continue to emulate the Feeling preference, it is noteworthy to recognize that the highest densities for contemporary leadership domains evidence Thinking over Feeling preferences. Specifically, Thinking preferences are preferred either by those leaders or, at least by those employing those in leadership. In either case those vying for leadership are shown preference if they demonstrate a Thinking versus a Feeling preference. Specifically, the four, top leadership quadrants are ESTJ, ENTJ, ENTP and ISTJ (Richmond, 2005). Even more significant may be the realization that two of these four types, a full 50%, are evidenced as most frequently seen in men (Myers, 2009).

Furthermore, a more thorough analysis of the 16 personalities, Jungian dichotomies emerged which focus on examination of how individuals within these personality preferences present. Within this context, rather than the 16 personalities, Type is examined as a pattern of behavior instead of a compound of four letters. These include the following (Your guide to the 8 Jungian cognitive functions, 2018, para. 7):

Se: Extraverted sensing: Interpreting and experiencing the immediate context; seeing “what is.”

Si: Introverted sensing: Examining the past, seeing “what was.”

Ne: Extraverted intuiting: Interpreting situations and setting, seeing “what could be.”

Ni: Introverted intuiting: Anticipating effects; seeing “what will be.”

Te: Extraverted thinking: Organizing and using logic to consider consequences.

Ti: Introverted thinking: Analyzing and comparing for inconsistencies.

Fe: Extraverted feeling: Considering others’ needs and impressions.

Fi: Introverted feeling: Evaluating value and worth for action.

Method

Understanding that personalities of both women and men can be generally grouped into 16 personality types (Myers, 2009) and then analyzed based on dichotomy sets through the eight Jungian processes, one could reasonably call into question whether leadership behaviors are or should be the same for both genders. Historical research abounds with unilateral best leadership types and styles and directions for effectiveness using these measures. However, there is little examination available to unpack the unique difference in effectiveness between men and women with in select Type personality preferences.

This research seeks to more thoroughly examine the thoughts and preferences of today’s women. Given the opportunity to work closely with a confluence of women in a Women’s Leadership class, the access to learn their impressions of leadership and its association with Type was considered an

ideal opportunity to obtain unfiltered, current feedback which may potentially enrich and expand the understanding in this field. All women within the class took the MBTI personality test and discovered their four-letter Type. These types were shared voluntarily with the group

There was discussion and explanation regarding individual type as is typical within an MBTI training session. The individuals at a later time shared their feedback on their type and how it impacted their leadership style or ability. The information was deidentified and organized in such a way that no individual student could be recognized. Based on the quality and unique perceptions that emanated from that activity, the researcher applied to further examine this data. The data was approved for research publication by the Office of Research Initiatives as Exempt and Pre-Existing Data.

Findings

When discussing how they could best incorporate themselves and their career aspirations into the current economic models evidenced in the early 21st century in the United States, the women in the course presented with significantly more Feeling types as opposed to Thinking types. While this holds as consistent with existing literature, additional information was evidenced. Even within those who preferred Thinking, it was clear that the approach was unique to what has historically been identified as the Thinking preference.

In order to more effectively analyze Type composition, this research focused only on subsets of the MBTI Types. Specifically, four of the eight Jungian cognitive processes were examined: Extraverted thinking, Introverted thinking, Extraverted feeling, and Introverted feeling. In order to focus attention on the variance between Feeling and Thinking subsets, this data was examined independent of the Sensing or Intuiting facets.

Feeling Preference Presentations

One major concern for the students was how they could positively contribute to society post-graduation, in an environment where traditional graduations were unable to be held due to the Coronavirus. Regardless as to how they identified, their overwhelming leadership concern was for facilitating society's recovery. While the Extraverted feelers were focused on acting now to address those in need, the Extraverted thinkers in the group were specific in their quest to rebuild society after making some very detailed and organized plans.

Thinking Preference Presentations

While one might expect Extraverted thinkers to be coldly analytical, they did not present in this manner. Instead, they were focused and practical while

offering themselves as models to improve the conditions for women overall. In addition to their concern for society was their specific concern for those in the pandemic most undervalued financially and overworked in less than ideal conditions.

Understanding the Nuances of Gender in Type

Given that the course examined women's issues in a variety of context, one focus was for equal pay for equal work. The women in the class shared how the repercussions when asking for additional wages for such primarily female dominated professions as nursing and teaching were rarely met with welcome feedback. They saw this financial injustice as reinforced evidence that women's voices were seen as negative when requiring equality, allowing the power brokers to ignore the opportunity to balance the pay and work scales. Even though these women in the class never personally witnessed the 20th century, all having been born in the late 1990's and early 2000's, they brought with them some vintage challenges to the equality discussion.

Of the seven women who offered the most compelling insight, Introverted feeling, Extraverted feeling, and Extraverted thinking were evident. There was no evidence of Introverted thinking in this qualitative sample.

Case Study Evidence

All subjects were deidentified with pseudonyms to ensure confidentiality.

Wendy

Wendy shared her concern with taking the opportunity to lead others stating that she was raised to believe "children were meant to be seen, not heard," an adage that she carried forward into her early 20's as she delivered top grades in the university but was careful not to argue with professors for fear of being considered disrespectful. Fortunately, although she offered a very dominant Introverted feeling (Fi) preference, through the semester she began to realize that it was important to see the complete picture, sharing, "I think it is sad that women must act like nothing they can do is for their benefit..."

Connie

Connie, an extraverted feeler (Fe), shared "I have always been ambitious and was called 'bossy' while growing up, and I never thought that I was not allowed to be that way simply because of my gender." Connie went on to say that she realized that choosing to have children or enter the workforce was no longer an either-or opportunity, stating that she realized using her feeling preference would actually ensure that she balances family and work in the

future. Connie saw herself aspiring as a leader who could offer a positive outlook and encourage others, not as a woman leader in a preformed mold.

Daphne

Daphne, an introverted feeler (Fi), offered that she had also experienced feeling less than her male counterparts simply due to her gender and her race, even though many times her accomplishments easily eclipsed theirs. A young woman whose preference was strongly aligned with feeling, she stated, “While writing this information, I felt myself getting choked up because I do not want to come across as bragging.”

Holly

Holly, another introverted feeler (Fi), shared

“I hope I can create a better, more equal environment whether at school or one day when I have a job. This allows for preparation of a few different end results of an interview, and elimination of any element of surprise when negotiating.”

Larissa

Larissa a most introverted feeler (Fi) shared how she recognized that “negotiating isn’t second nature when it comes to women...(it’s) scary it is to bring attention to yourself.” Larissa went on to detail her preference toward introversion which held her back from actively speaking out without reservation.

“There are so many books and videos that give similar advice about being more assertive and negotiating for what you want, but they always make it seem as if you have to abandon your gentle and affectionate personality to be successful at doing so. This idea always troubles me because no matter how much I want to put on this assertive, take-charge persona, I always feel like I’m faking it. Even though I get fed up with people calling me “too nice” and not taking me seriously, I find it frustrating that I’m hard wired to be the soft spoken, mild-mannered person I am. However, I want left my gentle nature deter me. As kind as I might seem, I’m fully capable of realizing when someone is selling me short. I understand I am a highly educated young woman with a lot of achievements, and I would make a great asset to any company. Therefore, I won’t take the first offer or the first job I’m offered. I will play the field and look for the best company whose culture fits my personality and whose pay rightly compensates me for my skill and time.”

This student further referenced BATNA (best alternative to a negotiated agreement) (Sandberg, 2014) to describe how she planned to have her thoughts in order before negotiating to ensure that she did not let her quiet demeanor or petite presence become dominated by the loud and often pretentious presence of others.

Nancy

Nancy an extraverted feeler (Fe) detailed how she had always worried how others felt and would probably consider just taking a first job offer not to appear rude.

Patty

Patty, an extraverted thinker (Te), looked at women's leadership challenges on a more global platform focusing on India, in particular. She shared,

“There is still much that needs to be done for women in India and the rest of the world, but it is nice that there is some change. Driving does provide autonomy. I have slowly learned to enjoy driving, as I was fearful of it before. It is inspiring to see that race and gender don't hold her back from doing well. And, I hope there will be a future where women do not have to work harder than others to have a seat at the table and know there will always be inclusion for anyone, regardless of their race or gender.”

Susan

Susan, also an extraverted thinker (Te) shared that normalizing women with regard to the salary gap and the way they approach the wage disparity was critical, in her mind, in order for more effective change to be realized.

Results

While this case study offered a prevalence of Introverted feelers with three women identifying with this function set, the qualitative analysis weighed the information no more heavily than the other data collected from the individuals in singularity. Both Extraverted feelers and Extraverted thinkers presented with two of the students. While there was no student with Introverted thinking as one of her focused cognitive functions, a subsequent class may offer this valuable insight.

Wendy

Wendy was beginning to see her stance for the benefit for all might cause her to have limited benefit to herself. However, while it was encouraging to see her recognize a new reality, it was even more awakening to realize that creating more women leaders, especially those with Feeling preferences, would create a dynamic where the good of the whole would likely outweigh the good of the few. Wendy's Introverted feeling function had, historically, limited her voice and, in concert, limited her action. Based on the examination of the Jungian processes, however, she appeared more aware of her positioning and her ability

to lead. In particular, she emerged able to look at her childhood and intrinsic barriers as ones that she could, at will, remove. Her acknowledgement at her own power over her destiny as well as her ability to use her talents to lead appeared to invigorate this student.

Connie

With respect to Connie, a student who embraced the Extraverted feeling dichotomy, a very different image emerged. With this student, her Extraversion was always on display. She evidenced her childhood where she was constantly called bossy and berated for not fitting into a preformed girl mold. However, after studying and exploring the Jungian functions, Connie emerged with a newfound awareness. Specifically, she had always expected that, based on her Type, that she would have to choose a powerful career over a family. Historically, she did not see the situation as an “and” conversation but rather as an “or” choice. Her Feeling kept her afraid that she would not be able to keep everyone happy and herself together if she attempted both scenarios. After better understanding herself through an exploration of Jungian functions, Connie shared an awareness that she “might be bossy, but she was also usually right.” This epiphany appeared to allow the student to see that she did not have to choose one world over another. She is a student whose large personality dominated the room and encouraged the other students to push themselves to also challenge the status-quo regarding the types of that make the best leaders.

Daphne

Daphne, an Introverted feeler, presented very differently than Connie. Daphne offered herself as one who was almost painfully shy and introverted. She was terrified of calling too much attention to herself or her ideas. Paralleled with this type was awareness that she wanted to make the world a better place for students of color. She shared how she struggled to find a voice for herself as an introverted, feeler and also a woman of color without sacrificing one area of her life for another. This inspired additional conversations regarding gender and ethnicity and how rarely they are examined in tandem.

Larissa

Larissa, also identifying as an Introverted feeler, was able to actively express how she hated to call attention to herself or her cause. However, as much as she detested the idea of supporting her position, she was able to recognize that she would adjust her presentation to ensure that, going forward, she did not find herself in a situation where she or her value were underappreciated. She offered an almost angry realization that her soft temperament could be misinterpreted as an opportunity to minimize her salary or usefulness. Using this new awareness, Larissa appeared ready to ensure that

her voice was no longer silenced by more dominant types, rather those types were men or other women with more intensive presentations.

Nancy

Nancy, an Extraverted feeler, although able to easily interact and verbalize her feelings with others, presented as dramatically challenged to highlight her own leadership qualities. Even after extensive discussions, she still appeared hesitant to take charge of her future in a proactive manner.

Patty

Patty, a student who embraced her presence as an Extraverted thinker, was both passionate as well as focused to help others acknowledge the changes needed to make the world a better place for women to lead. She focused on how she could move forward to embrace better opportunities for herself and other women from India to lead and not be concerned that their voices should be silenced if they do not follow the same approach or narrative that a man in a similar position might offer.

Susan

Susan, also an Extraverted thinker, was intensely focused on proactive measures to ensure that the salary gap between women and men begins to close at a much more accelerated rate. True to Type, Susan was already working on next steps to ensure that her future earnings would not be minimized by her gender.

Conclusions

Collectively, these 21st century, young women offered a consistent appeal to improve women's equal representation and compensation. However, given the variances in type offered and the absence of the Introverted thinking dichotomy present, clearly additional research would be useful. While some in this group offered a more introverted presentation paired their frustration in having to flex from both their style and gender comfort zones to offer a more extraverted almost androgenized presentation to realize more equitable compensation, each offered her own acknowledgement of a perception of injustice for leadership based on gender stereotypes and a desire to correct such antiquated inequities.

Furthermore, it was clear after extensive conversations with these women, that the historical interpretation of Type was androgenized such that type densities and their presentation in leadership were skewed by the women's minor representation in executive leadership. Given the realization that women have been marginalized throughout history, especially once they began

entering professions which were previously male-dominated, it appears that further examination and interpretation of women's Type needs more fully researched. Perhaps the four domains of leadership (Myers, 1993) offered to date accepted without contest, should be reevaluated in the absence of male dominion in these spaces.

New Findings in Type

Refreshingly, this case study sample also revealed new findings. In addition to examining Type as limited to 16 domains for all genders and ethnicities, two of the individuals offered insight as to how gender is only one facet that composes one's personality when the individual is not male, and specifically, not a white male. The women whose ancestry offered them with a presentation as Women of Color, regardless as to the continent of origin, were more complex in their reflection and identification of Type. They evidenced overly cautious thoughts in declaring their Type or taking select actions as they were conflicted as trying to effectively acclimate as leaders in through this biconcave lens.

Type Evidences

Although there is no ideal Jungian function set, there are specific commonalities witnessed when individuals with select preferences are examined. When studying exclusively one gender, it is possible to analyze Type based on commonalities and differences examined in the select populations, independent of group population norms. Women as a subgroup of the entire population, typically prefer Feeling functions over Thinking, irrespective of their Introverted or Extraverted facets, (personalitymax.com, 2020). However, upon further study, they truly offer a much more complex dynamic when examined in isolation.

Evidenced by discussions, both personal and professional, with the subjects throughout the semester in a large, research university in the Southeastern United States, their identification of the discrepancies in leadership opportunities as well as inequities in the work/pay dynamic were consistent. Inconsistent, however, based on their Type, was their likelihood to act in a proactive manner. Many students' frustrations were evidenced as they shared their continued challenges to establish equality within academic environments, especially in majors historically witnessed as male dominated environments. In select conversations, there was also clear conflict in the full presentation of the student's Type and her ancestry which, in some instances, complicated her Type presentation as she did not want to compromise her representation as a woman or a member of a minority populace. Certainly, these pivotal and complex analyses with respect to Type and leadership, have just begun.

Future Research

Future research is clearly available and necessary to further explore women's leadership pathways and opportunities to better understand and analyze Type from a fully engendered perspective. Furthermore, this research also evidences that Type study is necessary within minority populations independently to accurately assess and interpret leadership positions from these trajectories.

Perhaps, by dedicating additional research and resources into empowering women of all ancestries and personality Type preferences, women's true strengths will be realized. Although women's empowerment has progressed significantly since the dawn of the 19th Amendment, granting women the right to vote, the next champions of women's leadership may well be facilitated by researchers who uncover the uniqueness and power within this gender. Instead of having fewer preferences for leadership under the one population model, women may offer, instead, a leadership style better constructed to encourage and support communities of all Types, genders, and ancestries. While it may seem as if women have full and equal representation, data in many STEM fields still shows marked density variances between the genders. Although over one hundred years have passed since women in the United States were granted the right to vote (One hundred years ago women won the right to vote, 2020), the battle for equity and Type may just now have begun to be realized.

In the words of the late Helen Reddy (Reddy, 1971):

I am woman, hear me roar
In numbers too big to ignore
And I know too much to go back an' pretend
'Cause I've heard it all before
And I've been down there on the floor
No one's ever gonna keep me down again . . .

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